

DeCiDE

Recharge Democracy and
Human Rights in Cities



Global
Parliament
of Mayors



HUMAN RIGHTS
CITIES NETWORK

BOOSTING DEMOCRATIC PARTICIPATION IN CITIES TO RECHARGE DEMOCRACY IN EUROPE

(DeCiDE Project)

**Human Rights Cities
Compendium of Good Practices
in Monitoring**



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Executive Summary

Urban areas are central to addressing contemporary global challenges and revitalising democratic governance. Cities, the closest level of government to its inhabitants, play a decisive role in safeguarding fundamental rights, promoting inclusion and EU values, and ensuring equitable access to public services. To achieve this goal, cities require robust data, reliable monitoring and assessment instruments and a structured approach to translate human rights principles into measurable action.

The **Boosting Democratic Participation in Cities to Recharge Democracy in Europe (DeCiDE) Project**, implemented by the **Human Rights Cities Network (HRCN)**, in partnership with the **Global Parliament of Mayors (HRCN)** and funded by the European Union, responds to the need for stronger democratic governance, rights-based public service delivery, and improved monitoring tools at the local level. The project strengthens local democracy by reinforcing the rights of (citizens') all community members - including vulnerable and underrepresented groups - in public policy delivery and by co-developing a **Standardized Monitoring System (SMS)** for human rights with eight European cities.

By integrating this monitoring system into their local government frameworks, the participating cities - Benalmádena, Braga, Chişinău, Ghent, Józsefváros, Kraków, Padova, and The Hague - are advancing the practical implementation of the **EU Charter of Fundamental Rights**. Their collaboration reinforces a growing transnational network of Human Rights Cities that fosters sustained interaction, knowledge exchange, peer learning and the development of adaptable best practices. This collective effort has resulted in the **Human Rights Cities Compendium of Good Practices in Monitoring**.

Developed by the **Human Rights Cities Network** as part of the DeCiDE Project, the Compendium represents a shared commitment by eight European municipalities to integrate the Standardized Monitoring System into their local human rights initiatives. The publication also includes contributions from Athens and Zagreb, two cities advancing rights-based governance through initiatives aligned with DeCiDE project thematic priorities and applying monitoring approaches that can be adapted and replicated by peers. The Compendium responds to the need for more structured knowledge exchange and capacity building among cities and civil society actors implementing human rights-based policies across Europe and beyond.

The development of the **Human Rights Cities Compendium of Good Practices in Monitoring** was guided by a participatory approach, which reflects the core methodology of the DeCiDE Project. It drew on extensive consultations with participating cities, including a series of online workshops, dedicated surveys, and targeted exchanges on adapting the Standardized Monitoring System to local contexts. This collaborative process ensured that the documented practices are rooted in practical local experience and reflect a diversity of governance settings.

The practices included in the compendium were selected according to the three focus areas of the DeCiDE Project, each aligned to the EU Charter of Fundamental Rights.

- I. Right to Non-Discrimination.
- II. Right to Access Social and Cultural Services.
- III. Right to Vote and Democratic Participation.

Each thematic chapter follows consistent structure presenting: a project overview, indicators applied, contribution of the SMS, a key finding or illustrative example, and a transferable lesson for peers. Together, these elements provide a coherent and practical resource for municipalities seeking to strengthen rights-based governance, enhance democratic participation, and institutionalize human rights monitoring within local policy frameworks.

Focus Area 1: Right to Non-Discrimination.

Municipality of Benalmádena: CORRESPONSABLES PROJECT

Municipality of Benalmádena: *Corresponsables Project*

Project and Objectives

The *Corresponsables Project* in Benalmádena provides socio-educational support to minors and young people, particularly those in vulnerable situations or facing difficulties in school integration. The initiative combines two complementary components: a Socio-Educational Area offering structured follow-up support, and an Expelled Students Classroom aimed at preventing students from becoming permanently disconnected from the education system. The project addresses unequal access to educational and social services experienced by disadvantaged groups and forms part of Benalmádena's broader commitment to becoming a Human Rights City.

Through its participation in the DeCiDE Project, the municipality sought to strengthen evidence-based governance by objectively measuring the impact of the *Corresponsables Project*. The municipality selected an indicator focused on the percentage of primary school students from disadvantaged groups reporting improved academic performance as a result of municipal support activities. This created a direct link between the intervention and the right to non-discrimination.

Standardized Monitoring System

Benalmádena is currently in the initial phase of implementing the Standardized Monitoring System (SMS), with indicators selected and data collection underway. Even at this early stage, the process has already generated institutional change. Most notably, the municipality established a coordinated framework between educational centres, Social Services, and nonprofit organisations involved in the project — a structure that did not exist prior to DeCiDE. Targeted training sessions were also organised for local nonprofit organisations to strengthen shared understanding of monitoring standards and human rights-based approaches.

Preliminary findings suggest that minors receiving structured follow-up support experience greater school stability and improved access to socio-educational services. The municipality is also integrating user experience and service quality data into the design of future interventions, enabling a more systematic assessment of impact.

The SMS has additionally introduced a comparative dimension to local governance. As municipal representatives noted, the system allows the city “to compare progress over time and with other cities,” strengthening evidence-based advocacy for additional resources and policy support.

Lessons Learnt

Benalmádena's experience demonstrates that implementing the SMS can generate institutional improvements even before comparable data becomes available. The establishment of interdepartmental coordination mechanisms, shared training structures, and the integration of monitoring into programme design all emerged during the implementation process itself.

At the same time, the municipality identified several challenges, including limited staff capacity, the absence of standardised data across services, difficulties accessing consistent information from different centres, and data protection constraints when working with minors. The lack of personnel dedicated exclusively to monitoring activities further highlighted the resource limitations many municipalities face in implementing human rights-based governance.

A key outcome of participation in the DeCiDE Project has therefore been the strengthening of coordination between the Social Services and Education departments. Benalmádena's experience suggests that cities seeking to implement the SMS should anticipate the need to invest in sustained interdepartmental collaboration and institutional capacity building.

City of Ghent: Mobile Trajectory Guidance project

Project and Objectives

The City of Ghent is implementing a Mobile Trajectory Guidance project for teenage parents, delivered through LEJO, a civil society organisation. The project operates through three interconnected functions. A welfare function provides individual support to teenage mothers and fathers across life domains including employment, childcare, and education, delivered through a trust-based relationship with a dedicated youth welfare worker.

A bridging function builds connections between the target group and broader societal institutions including the labour market, social services, cultural and sports facilities, education, and justice. This is achieved through personal coaching and the organisation of peer social activities. A signalling function tasks the youth welfare worker with formally identifying city-wide challenges and systemic barriers faced by teenage parents and reporting these to relevant authorities, with the aim of prompting structural change.

The project serves teenage parents in Ghent, a group facing compounded vulnerabilities cutting across housing, income, social isolation, and educational continuity and addresses the right to access social and cultural services. Ghent's participation in DeCiDE was motivated by a recognition that LEJO's existing annual reporting centred on the question 'do teenage parents feel reinforced?'. To answer this a rigorous and comparable methodology was needed. DeCiDE offered the Simplified Result Framework and indicator identification sheets as tools to shift towards structured evidence based conclusions.

Standardized Monitoring System

Ghent and LEJO are in active data collection, working together to build the evidence base for the project. The city is candid about where this stands: data collection is ongoing, results are not yet available for reporting, and the process has surfaced a significant structural challenge — the need to invest in more qualitative data from civil society partners for human rights-specific projects. Ghent holds extensive open data sources, but these do not capture the kind of close, relational, community-embedded data that a project like LEJO's trajectory guidance requires.

The most significant SMS contribution Ghent identifies is conceptual rather than empirical: the Simplified Result Framework has enabled the city to link high-level policy goals to project-level objectives in a way that was not previously possible. This matters institutionally because it translates human rights projects into urban policy by connecting what a youth welfare worker does with a teenage parent to what the city wants to achieve for its residents. The monitoring tools, specifically the indicator identity sheets have also proved valuable in building shared understanding between the city and the local CSO about what is being measured and why.

Lessons Learnt

Ghent's primary lesson from their experience in the DeCiDE project and implementing the SMS, is the complexity of rolling out a monitoring system across a city with human rights responsibilities distributed across multiple departments and directors. Especially when each department has their own vision and approach. Dedication to human rights practices and time is required to build mutual understanding between departments and between the city and its CSO partners. Therefore, for peer cities, the SMS is a tool that requires dedicated coordination time.

Ghent's governance structure is an enabler. The city has a Human Rights Council that monitors the DeCiDE project from the sidelines, providing institutional legitimacy and a form of independent oversight that reinforces the importance of monitoring local human rights policy. This is a model worth flagging for other cities. The presence of an advisory body that creates accountability without adding administrative burden to implementing departments.

Focus Area 2: Right to Access Social and Cultural Services.

City of Braga: IN LOCO Project

Project and Objectives

The Municipality of Braga is implementing the IN LOCO project, a targeted initiative promoting the inclusion of migrants through two complementary streams: direct support services and awareness-raising actions for both migrants and the professionals who work with them. The project serves migrants living in Braga and the wider local community, with the aim of reducing inequalities, fostering social cohesion, and protecting the right to non-discrimination. Specifically in relation to access to rights, self-advocacy, and fair treatment within local institutions.

Braga's motivation for participating in DeCiDE reflects an honest institutional self-assessment: the municipality had strong action on migrant inclusion already in place, but its capacity to measure the impact of that action was underdeveloped. As they describe it: "We usually schedule and carry out projects, but the final evaluation of the project's effect always remains somewhat in the background." DeCiDE offered a structured methodology to close this gap and to move from a culture of doing to a culture of measuring, reflecting, and improving.

Standardized Monitoring System

In Braga, the SMS is helping the Municipality of Braga to better organise and understand the impact of its actions, by structuring how the Municipality monitors and assesses the project.

"The SMS has allowed us to clearly see what is working, where improvements are needed, and to communicate results more effectively. It has also strengthened our ability to support decision-making internally and to ensure greater accountability in promoting Human Rights."

A concrete change brought by implementing the SMS in Braga was a shift in how the municipality approaches data collection and reflection. Within the IN LOCO project, they had already but in a more intuitive way. After engaging with the SMS, the project staff are now more intentional in defining what data to collect and how to structure it from the beginning.

Lessons Learned

Braga's central lesson is the shift from a culture of doing to a culture of measuring, a familiar challenge in many municipalities. The resistance is not to human rights work but to the additional discipline of structured evaluation. Braga's experience demonstrates that this shift is achievable within a single project cycle, with the right methodological support.

Two further lessons emerge from Braga's experience. The first is that defining what is meaningful to measure, rather than what is easy to collect, requires active facilitation. Braga describes this as one of its main challenges, a process of questioning existing practices and being more intentional about data use. The second is that motivated front-line teams are an essential enabler. In practice, Braga's staff working directly with migrant populations were open to adapting their practices and testing new approaches, which made implementation of the SMS possible.

Project and Objectives

The Municipality of Padua is monitoring a group of interconnected initiatives focused on social inclusion and equal access to services for residents from disadvantaged backgrounds. These include two projects funded through Italy's National Recovery and Resilience Plan (PNRR): *Housing First*, which provides stable housing and integrated support to people experiencing homelessness, and *Day and Night Service Centres*, which offer safe spaces and structured activities aimed at strengthening community participation. A second strand focuses on educational inclusion for Roma, Sinti, and Traveller (RST) students through targeted school-based support activities.

Padua's participation in the DeCiDE Project responded to a longstanding gap in project evaluation. While the municipality had extensive experience designing and implementing social initiatives, assessing their impact remained limited. DeCiDE therefore provided not only a framework of indicators, but also a practical methodology for monitoring and evaluation that could be integrated across the municipality's human rights and social services work.

Standardized Monitoring System

Padua is currently in the planning phase of implementing the Standardized Monitoring System (SMS). Human rights indicators have been identified, and systematic data collection is scheduled to begin. In the meantime, the municipality has access to retrospective data through Third Sector partners and fund-tracking mechanisms linked to existing projects, which will help establish a baseline for future monitoring.

The most significant contribution of the SMS so far has been strengthening the municipality's methodological capacity. Through the DeCiDE process, the municipal team has learned to independently develop monitoring tools, including indicator identity sheets, monitoring matrices, and indicator analysis frameworks. This capacity is expected to extend beyond the DeCiDE Project and be applied to future human rights and social inclusion initiatives.

One concrete outcome is the development of a user satisfaction questionnaire for participants in the day and night service centres. Introduced through the SMS methodology, the questionnaire is designed to capture users' experiences regarding service quality and equal treatment, generating the municipality's first systematic data on how residents experience their rights within municipal services.

Padua also identified an important enabling factor for successful implementation: the alignment between political commitment to human rights and administrative interest in measurable results. According to the municipality, this convergence between values-driven and evidence-based governance created favourable conditions for adopting the SMS.

Lessons Learnt

Padua's experience highlights the importance of clearly defining project objectives before attempting to monitor impact. The municipality identified the selection of appropriate indicators as its main challenge, noting that this required conceptual clarity about project goals rather than simply technical expertise.

A second lesson concerns the importance of selecting projects that are realistically ready for monitoring. The municipality emphasised that not all projects have the necessary data structures or implementation conditions to immediately apply the SMS. One of the strengths of the DeCiDE process, therefore, lies in helping cities identify where monitoring is already feasible and where additional groundwork is needed before implementation can begin.

Focus Area 3: Right to Vote and Democratic Participation.

Józsefváros, The 8th district of Budapest: Youth Assembly

Project and Objectives

The Józsefváros Youth Assembly is a formal participatory structure established by the 8th district of Budapest to engage local young people aged 14 to 20 in democratic processes. The Assembly operates as a civic learning and policy influence platform, providing young residents including students from disadvantaged backgrounds who are typically excluded from traditional political structures by age, with the opportunity to participate in local governance, champion policy initiatives, and develop as conscious citizens. The project directly addresses the right to democratic participation by creating a structured, institutionalised mechanism for youth civic inclusion.

Józsefváros joined DeCiDE with an ambition that extends beyond the Youth Assembly itself: to establish a unified framework for impact assessment across its diverse public policy projects. The district intended to use DeCiDE to move from tracking activity outputs such as events held, or participants recruited, to measuring actual community impact. This is a sophisticated methodological aspiration, and the SMS has been a primary instrument for making it concrete.

Standardized Monitoring System

Józsefváros is in early data collection, and its monitoring approach is notable for its contextual self-awareness. The district operates a single assembly with a capped number of participants, which means it cannot generate broad quantitative datasets. Instead, it has prioritised qualitative indicators, tracking the demographic and educational background of members to assess diversity and representation, as well as quarterly fluctuations in membership and the specific policy initiatives members choose to champion. This data already reveals meaningful findings: targeted recruitment strategies have maintained a participant base balanced across age groups, school types, and socioeconomic backgrounds, suggesting that the assembly is successfully lowering barriers to entry for students who might otherwise be excluded from local governance.

The SMS has produced a significant shift in how Józsefváros approaches project planning. The district now designs evaluation frameworks before implementation begins. This signifies a change from the previous practice of retrospective assessment. It has also prompted an internal strategic conversation about which metrics are most meaningful at which stages of the project cycle, moving the district toward a more purposeful and resource-efficient approach to monitoring.

Looking ahead, Józsefváros plans to use its demographic data to shift from broad outreach to targeted recruitment. By doing this, they will identify specific schools and after-school institutions and launch engagement campaigns designed to reach students from underrepresented areas more effectively. This is a concrete, data-driven policy application that demonstrates the SMS producing operational change, even at an early stage.

Lessons Learnt

Józsefváros highlights that monitoring activities is not the same as monitoring impact, and confusing the two leads to resource misallocation. The district's experience shows that the SMS's value is not in generating more data, but in generating better questions about what change you are actually trying to produce. This should be accompanied with designing monitoring to answer those questions rather than to count what is easy to count.

The district also raises one of the most politically sensitive enabler conditions: consistent political support from municipal leadership. In the Hungarian context, where civil society faces significant structural pressures, in Józsefváros this political backing is not incidental; it is the condition that makes the project possible. Józsefváros names it explicitly, and the compendium should too.

Project and Objectives

The City of Kraków implements youth-oriented civic participation under the 'Młody Kraków' (Young Kraków) framework. This represented a coordinated system of participatory mechanisms designed to give young residents meaningful influence over local decision-making. The framework encompasses three interconnected initiatives: the Youth City Council, which provides a formal representative structure for young people; the School Participatory Budget, through which students propose and vote on projects for their schools; and the Youth Ambassador Programme, which trains young people to promote participatory budgeting among their peers. Together, these mechanisms address the right to democratic participation by creating structured, institutionalised pathways for youth civic engagement at the local level.

Kraków's participation in DeCiDE was driven by a strategic ambition not limited to expanding youth engagement numerically. Their goal is to transform young people's involvement "from formal consultation into real influence over public decision-making". This would result in shifting the city's governance culture from treating young residents as passive recipients of services to recognising them as co-creators of public policy. The specific DeCiDE indicator selected to track this objective is the number of young people participating in youth assemblies for the first time as a result of dissemination activities, a direct measure of the reach and effectiveness of outreach efforts across the three framework programmes.

Standardized Monitoring System

Kraków is at an early stage of SMS implementation. However, by engaging with the SMS institutional changes are occurring. Specifically, the aggregation of data that was previously collected in a fragmented and inconsistent manner across multiple municipal departments. Before DeCiDE, Kraków's youth participation initiatives were monitored separately, without a shared framework or comparable metrics. The SMS has prompted a cross-departmental exercise to identify interconnections and potential synergies. This has initiated an internal reflection on improving cooperation between the municipal units responsible for youth policy.

This is a meaningful change for a city of nearly one million inhabitants operating nine indicators in parallel across multiple departments. The pre-existence of the Młody Kraków framework which included established structures like the Youth City Council and the School Participatory Budget, gave the DeCiDE project and the SMS a solid institutional foundation to work with, allowing the SMS to act as an integrating tool rather than having to build engagement processes from scratch.

Lessons Learnt

Kraków points to three factors that proved decisive in enabling the SMS implementation: the pre-existence of a comprehensive youth participation framework that gave the DeCiDE project something concrete to monitor; a political mandate to treat young residents as co-creators rather than recipients; and an existing tradition of cross-departmental youth projects that facilitated initial data sharing. Whereas these factors may not exist in every city their value as preconditions is precisely what makes them useful for peer cities.

On the constraint side: monitoring nine indicators simultaneously, with limited dedicated staff capacity, across a city of this scale, is genuinely difficult. The lesson for peer cities is that breadth of indicator coverage without dedicated staff capacity is a recipe for slow implementation, a finding that corresponds to Benalmádena's experience and is likely to recur across Human Rights Cities.

Summary Best Practices from the DeCiDE Cities

Practice	What it looks like in the DeCiDE cities
Institutional alignment	<ul style="list-style-type: none"> ● Benalmádena formalised coordination between Social Services, Education, and nonprofits before data collection began. ● Ghent built a shared understanding between the city and CSO (LEJO) through the SMS tools. ● Padua engaged a cross-departmental working group to internalise the methodology. Structural change preceded and enabled the data work in every case.
Design monitoring tools to focus on outcomes and impact, not output.	<ul style="list-style-type: none"> ● Józsefváros shifted from counting events and participants to tracking what change the Youth Assembly actually produces for its members. ● Kraków moved from fragmented departmental tracking to a cross-city framework. ● Padua articulated project goals explicitly for the first time. The SMS forced all six cities to ask what they were trying to change before deciding what to measure.
Use the SMS as an advocacy and democratic tool	<ul style="list-style-type: none"> ● Benalmádena uses the SMS as a comparative tool for tracking progress over time and against other cities to advocate internally for resources. ● Braga uses structured evaluation results to strengthen accountability and communicate impact to decision-makers. Monitoring in the DeCiDE cities is a political tool, not a reporting obligation.
Treat capacity as the binding constraint	<ul style="list-style-type: none"> ● Benalmádena lacked dedicated project staff. ● Kraków ran nine indicators across multiple departments without protected human resources. ● Ghent named budget cuts as a direct constraint on data acquisition.
Embed the monitoring methodology, not just the results	<ul style="list-style-type: none"> ● Padua can now independently compile monitoring matrices and indicator analysis sheets across its entire human rights portfolio, a structure influenced by DeCiDE. The SMS has functioned as a capacity-building tool that will outlast the project cycle, representing the most sustainable form of impact in the compendium.

Contributing Cities

City of Athens: Capacity Building for Social and Cultural Services

Overview

The City of Athens is implementing a targeted capacity-building programme for municipal employees aimed at reducing barriers faced by migrants, refugees, asylum seekers, and undocumented persons in accessing social and cultural services. Operating within a highly centralised welfare system, Athens has focused on improving local administrative practices, staff awareness, and coordination mechanisms to ensure that non-discrimination is consistently applied in everyday service delivery.

Athens combines four interconnected approaches:

- **Capacity Building and Training:** Municipal staff, particularly frontline employees, received training on communication and service provision for persons with disabilities, migrants and refugees, LGBTQI+ persons, and substance users. Additional sessions with UNHCR Greece focused on healthcare access for undocumented persons and recognition of asylum-related documentation.
- **Administrative and Regulatory Adjustments:** The city revised internal procedures to remove discriminatory documentation requirements. For example, municipal nurseries no longer require birth certificates or family status documents from refugees and asylum seekers who cannot realistically obtain them.
- **Coordination and Feedback Mechanisms (ACCMR):** Through the Athens Coordination Centre for Migrant and Refugee Issues (ACCMR), civil society organisations and municipal departments continuously exchange information on emerging barriers and service gaps. Thematic working groups transform frontline experiences into institutional knowledge and policy responses.
- **Migrants' Integration Center (KEM):** KEM operates as a one-stop support centre providing assistance with welfare, employment, health, and education services while also identifying recurring cases of discrimination and exclusion.

Monitoring and Policy Impact

Athens uses a qualitative monitoring approach based on continuous feedback loops between service users, civil society organisations, and local authorities. One important example emerged through the Disabilities Inclusive Project (2021–2024), where local monitoring identified that persons under temporary protection with disabilities were excluded from disability allowances despite accessing certification procedures. This evidence informed advocacy efforts toward national authorities.

A major institutional outcome of this monitoring process was the inclusion of an intersectional and inclusive approach to service provision within the City of Athens Gender Equality Strategy, adopted by the Municipal Council in May 2026.

Key Lessons

Athens demonstrates that structured coordination and continuous information exchange between municipalities, civil society, and international organisations can function as an effective local human rights monitoring system, even in the absence of formal indicator-based frameworks. The city also highlights the importance of sustained investment in staff capacity building and the challenges posed by temporary staffing structures in municipal services.

Overview

In 2024, the City of Zagreb established the Welcome Centre, a one-stop shop providing information, guidance, and referral support to asylum seekers, beneficiaries of international and temporary protection, and foreign workers. The Centre was created to address one of the most significant barriers to rights access: lack of clear, accessible information about available services and entitlements.

The Welcome Centre supports users in accessing: Social welfare and healthcare services; Education and childcare; Employment and language learning opportunities; Legal aid and intercultural programmes. The Centre also acts as a bridge between local users and national institutions through established referral pathways and partner networks.

Before establishing the Centre, Zagreb conducted a comprehensive study titled *Mapping the Needs of Third-Country Nationals in the City of Zagreb for the Development of the City's Integration Programme*. The study involved interviews with migrants, municipal staff, and civil society organisations and identified six key barriers:

- Institutional fragmentation;
- Ineffective information provision;
- Language barriers;
- Unequal access and discrimination;
- Labour market integration challenges;
- Limited institutional capacity.

The findings directly informed both the Welcome Centre and the city's broader integration strategy.

Monitoring and Policy Impact

Zagreb combines administrative data collection with qualitative feedback mechanisms. Statistical records track service use, while the City Coordination for the Integration of Foreign Nationals regularly reviews integration measures and provides feedback on their effectiveness. One concrete monitoring outcome was the identification of strong demand for Croatian language courses, which directly informed municipal budget allocations for language learning and integration activities.

Key Lessons

Zagreb highlights three main lessons:

- Direct engagement with target groups is essential for understanding real barriers;
- Monitoring systems must remain adaptable to changing migration contexts;
- Continuous cooperation between city departments, civil society, and migrant communities strengthens both monitoring quality and policy responsiveness.

The Welcome Centre demonstrates how local governments can translate monitoring evidence into durable policy measures and more accessible service delivery for migrant communities.

Roadmap for a Standardized Monitoring System

Starting point	Best Practice
Strong practice, weak evaluation culture	Integrate the SMS to existing programmes rather than designing new ones. A culture shift from doing to measuring is achievable within a single project cycle with the right methodological support.
Existing participatory structures	Use the SMS as an integrating tool across structures you already have, youth councils, integration bodies, community forums, rather than building parallel monitoring processes.
Delivery through civil society partners	Invest in shared methodology first. The Simplified Result Framework created joint ownership of monitoring between the city and CSO. Shared language produces shared accountability.
Significant capacity constraints	Start with one Human Rights Indicator, one project, one coordinating relationship. Attempting broad coverage with insufficient capacity produces fragmented data and staff fatigue.
Want to see monitoring-to-policy change in practice	Focus on evidence-based regulatory reform, budget decisions, and strategic frameworks all driven by monitoring data.

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